

Office of Space and Facilities Management

General Goal 1: Strengthen the Decision-Making and Management Approaches for Space and Facilities Initiatives

Performance Measures			2001 Baseline	2002 Targets	2003 Targets
1. Meet targets to achieve our punctuated measures (Actions taken to accomplish goal 1 strategies)			N/A		To Be Established
• The Space Management and Accounting System is implemented				End of 2 nd quarter	
• An NCI facilities plan is developed				End of 2 nd quarter	
• A comprehensive space and facilities budget/financial plan is developed				End of 2 nd quarter	
• Process for tracking and monitoring facility renovation costs is developed and implemented				End of 2 nd quarter	
• Process for requesting space is automated and available to NCI decision-makers				Completed	
• Standards for space allocations are developed				Completed	
• Appropriate delegations of authority for space and facilities are implemented				Completed	
2. Improve NCI decision-making involving space and facilities management			N/A	90% of decisions made within 6 weeks	To Be Established
• Space and facilities decision-making processes meet standards and are timely				Completed	
• Acceptance of delegated authority and standards				Evaluated yearly against NCI Master and Facility Plans	
• Decisions are consistent with master plan and based on rational (data and economics) factors – OSFM and space/facilities are not seen as a “free good”					
3. Optimize customer satisfaction with our processes and end products – customer satisfaction survey sent to customers at end of each project			3 ⁱ	4 or greater on Likert scale	To Be Established
Strategies	Potential Obstacles	Actions		Strategy Measures	New Resources
		OSFM Actions	OM Actions		
1. Implement a space management system for tracking space allocations, temporary loans, requests, and future needs	1. Current workload: This is a labor intensive activity (NCI has > 2 million square feet and 6,000 rooms) 2. Working relations with ARCs – OSFM and ARCs do not communicate often enough	1. Inventory and document current space allocations, verifying floor plans 2. Develop and manage space management database 3. Coordinate with ARCs	1. Buy-in from top management (information will need to be kept up-to-date, so this is not a one-time activity)	1 Inventory conducted 2. Database updated 3. Information remains current over time	1. Contractor funds to verify current space allocations (\$50-75K) 2. Software for new database (\$50K); ongoing maintenance \$135K/yr
2. Develop an NCI Facilities Master Plan	1. Current workload 2. Lack of recognition of space requirements for non-FTE personnel	1. Develop policy recognizing that all personnel occupy space, even if contractors, fellows, etc. 2. Work with divisions to understand present and future requirements. Use results to develop master facilities plan.	1. Work with divisions to take holistic look at needs, rather than situation-by-situation	1. Master plan is developed 2. NCI Executive Committee approves master plan	One existing FTE is currently allocated to this support effort \$52K to support facilities plan.

3. Develop comprehensive space and facilities budget and financial plan - include 3 year cost projections for all facility and renovation requirements, including NIH, OSFM, Frederick Campus, Navy Inter-agency agreement, and NCI division data.	<p>1. Historically, budget expenditures for facilities have not been managed in OSFM.</p> <p>2. Resistance from other offices/divisions -- getting others who need to participate to provide data and feel comfortable about OSFM representing their needs</p>	<p>1. Meet with appropriate officials and staff, obtain buy-in regarding goals, and get them to participate in developing the package.</p> <p>2. Meet with OM management and define included items, such as phones and data lines, renovations at \$250K and up, fees, etc; develop a process to collect the data</p> <p>3. Consolidate information, prepare package, analyze results and summarize major issues/opportunities for management attention/action.</p>	1. OM champions the project and helps get buy-in from other offices/divisions	1. Consolidated cost projection/budget covering the period FY 2002 to FY 2004 by X date	<p>IT assistance</p> <p>Contractor support (approximately \$20K)</p> <p>Assign dedicated budget technician to OSFM</p>
4. Implement process for tracking and monitoring facility and renovation costs.	<p>1. Obtaining cost data from various sources involved in space and facilities activities</p> <p>2. Time to develop and implement the system</p> <p>3. Timely release and obligation of funds and ability to continue funding across fiscal years.</p>	<p>1. Develop standard project budgets, identify cost fields, and develop system requirements (i.e. improved budget formulation).</p> <p>2. Develop process to track and monitor project budgets -- identify data sources and develop a process for entering the data in a timely manner (i.e. improved budget execution)</p> <p>3. Recommend and get approval of standardized reports by OM.</p>	1. Resolution of funding issues -- i.e. immediate release of funds upon project approval and the smooth distribution of funds across fiscal years	1. An effective comprehensive cost tracking system is implemented by XX date and is used to analyze facility costs, identify problems, and support management decision-making	Resource requirements for contractor support to be determined
5. Rationalize the process for requesting and approving requests for space	<p>1. Obtaining support and agreement from all participants that space requests will come through OSFM</p> <p>2. Getting right information from programs</p> <p>3. Getting approach and budget authorization</p> <p>4. Overcoming perception that space and facilities are free good with unlimited budget</p>	<p>1. Automate the process for requesting space by developing an electronic request form that captures all the information needed to analyze the request; schedule face-to-face meetings, as needed, to discuss the request and make a decision.</p> <p>2. Develop standards for space allocations (i.e. gross assignments and space per person)</p> <p>3. Develop list of appropriate delegated authorities and submit to MAG for review and approval.</p>	1. Endorsement and support of the process and approval delegations of authority	<p>1. Implementation and acceptance of the revised processes and delegations</p> <p>2. More rational decisions</p> <p>3. More awareness of cost implications</p>	

General Goal 2: Deliver state-of-the art facilities on time and within budget and operate them efficiently to conserve resources for research

Performance Measures		2001 Baseline	2002 Targets	2003 Targets	
1. Meet targets to achieve our punctuated measures (Actions taken to accomplish goal 1 strategies)		N/A	End of 2 nd quarter	To Be Established	
<ul style="list-style-type: none">SFM/FPB Operations Manual is developed			End of 2 nd quarter		
<ul style="list-style-type: none">Project scheduling database is implemented			End of 3 rd quarter		
<ul style="list-style-type: none">Quick response mechanism for outsourcing is in place			50% of new contracts		
<ul style="list-style-type: none">Performance-based/incentive contracts are routinely used for construction.			Completed		
<ul style="list-style-type: none">Architecture engineering and design standards are developed			End of 1 st quarter		
<ul style="list-style-type: none">Roles and responsibilities are clearly defined					
2. Accomplish project performance measures (Based on final revised schedule & budget)		N/A	90% of projects within 10% of schedule and 90% of projects within 10% budget	To Be Established	
3. Optimize customer satisfaction with our process and end products		3	4 or greater on customer survey	To Be Established	
4. Maximize customer feedback regarding communication consistency, frequency, reliability, and helpfulness.			75% of surveys returned	To Be Established	
Strategies	Potential Obstacles	Actions & Timeframe		Strategy Measures	New Resources
		OSFM Actions	OM Actions		
1. Improve on-time performance and consistency of services	a. Changing customer requirements after projects commence b. Lack of consistent procedures c. Lack of adequate swing space d. Requests to deviate from reasonable expenditures e. OSFM “dances to tune of many masters” f. Projects start, stop, then start again	1. Establish basic day-to-day operating procedures within OSFM 2. Develop and maintain realistic project schedules 3. Implement a project scheduling database 4. Develop a quick response mechanism for outsourcing (work with RCB) 5. Develop performance-based contracts 6. Develop facility standards (i.e. standard space allocations and configurations) 7. Develop Architectural Engineering and Design Standards including: <ul style="list-style-type: none">CADD standardsAddendum to NIH policies and guidelines	1. OM support for standard configurations, reasonable limits on requests for non-standard items, and assistance in educating program managers on the costs and effects of redesigns 2. Allocate funds for additional swing space 3. Provide additional delegations to OSFM	Change requests after project starts	CADD services (\$125K per year, on-going)

2. Improve Customer Communications	<p>a. Roles and responsibilities are not clear</p> <p>b. Communications breakdowns occur – not looking out for “those that are impacted”</p> <p>c. Don’t like giving “bad news”</p> <p>d. OSFM staff is already very busy</p>	<p>1. Define roles and responsibilities among all parties involved in space procurement, construction and renovation. Roles and authorities of the following participants need to be clearly defined: OSFM, OBFM, ARCs, Program Management, and ORS</p> <p>2. Conduct regular meetings with ARCs to discuss issues, potential changes, etc.</p> <p>3. Establish an integrated project team for all space/facility projects; schedule regular meetings and document decisions.</p> <p>4. Better utilize OSFM web-site for information.</p> <p>5. Give customers more formal, realistic written project estimates (like private sector contractors do) that identify steps, risks, concerns, potential bottlenecks, etc. Use to improve dialog.</p> <p>6. Train OSFM staff for improved customer service and better estimation skills.</p>	OSFM must be allowed to have input into the development of the customer satisfaction survey	<p>-Communication improved</p> <p>50% of OSFM staff receive customer service awards</p>	<p>-Funding support to significantly enhance OSFM’s web site so that it serves as an effective communications tool.</p> <p>Staff training to improve estimating skills</p> <p>Staff training to improve customer focus and service</p>
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ⁱ Baseline number is from the Office of Management Analysis 2000 survey of business and administrative units’ customer service.